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individually. That employees who are doing well on a specialized job and wish to remain in it or a similar job be given such training as is necessary to improve them, but that persons who wish to be moved into another area be rotated and given suitable training.

4. That those employees judged mediocre or worse be placed on a probationary status or dismissed outright, each case being judged individually. The probationary status should last until the next evaluation, which should occur in six months.

5. That the second evaluation cover personnel down to the grade of GS-7, and the third, possible down to GS-5, as well as those in the higher grades who were not eligible for selection previously or who were placed on a probationary status. Except in very unusual cases, no person should be placed on probationary status twice, but should be dismissed if his second evaluation is not satisfactory, unless it is deemed that he has considerable ability for another sort of work in the Agency.

If these procedures are followed, perhaps 75% of the professional, technical, administrative and higher secretarial employees of the Agency will be regarded as careerists by themselves and the Agency within two years. Of these, a smaller group will receive opportunities for training, rotation and progression into more responsible positions each year, while the others will be eligible for normal promotion. The other 25% will be on probation as a result of evaluation, or will not yet have served two years. It is important that existing employees be covered before the first group of professional trainees become eligible for selection.

This procedure has the following advantages:

It should raise the level of performance by providing incentives to all employees, and by eliminating the inefficient.

Extraordinarily capable employees may be pushed to the limit of their abilities, but the objection to a small elite corps is answered, since the great body of employees are treated as careerists. Once the program is established, standards, and consequently quality of personnel, can be raised.

It has the disadvantage of requiring a herculean effort from Personnel and the Assistant Directors. It is believed that they are fully capable of this effort, despite their many other responsibilities.

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A second fundamental objection was raised by the covert offices. They point out that policies of security and compartmentalization would be violated by rotation of overt careerists into covert offices, and back into the overt offices. They therefore suggest that a separate program of career development, consistent with the Agency program, be set up for the covert offices. This is a matter that requires a top policy decision; it cannot be dealt with by O/TR and O/P. It may be pointed out, however, that there are many employees of the overt offices who have capacities for covert work, and the desire to do it. Covert experience would undoubtedly improve their overt capacity, and might directly improve the position of the covert offices by improving the understanding of their nature and capacities on the part of their overt colleagues.

*very few
overt as
gold in Overt
tourist as
experience as
needed*

These are the fundamental disagreements and suggestions. There follows a discussion of specific points, within the plan as a whole, but which may be modified as the plan is put into operation, without destroying the plan.

Many commentators remarked that too much stress was placed on academic performance in the selection of trainees, and conversely, that many successful men had mediocre academic records (including, presumably, some of the commentators). The objection is in part based on a misunderstanding of the original proposal, where it is clearly stated that persons with high academic standing and nothing else will not be chosen, but rather that high academic standing, together with a record of extra curricular activities, personality, motivation and other factors are required. It is further stated that any of these criteria may be excepted if other qualities are very strong.

Some commentators remarked that "on the job performance" is of greater importance than excellence in school. In the case of many students, school has been their only major job.

It is quite true that many very able men do badly in college, and that many stupid people do very well. It is felt, however, that the chances of picking really able people from the top 25% of the academic community are better than the chances of picking them from the middle 50%, or the bottom 25%. The proposed procedures of testing and assessing applicants are designed to separate the really able of the top 25% from the mere grinds.

Several commentators remarked that insufficient attention was paid to selection from military separation centers, business and industry. O/TR concurs, and regrets that these sources were not more strongly emphasized in the original report.

*Very happy to consider this people
if we can find them*

*Milit Bus should cover
the Soviet centers for over-all*
CIA

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Basic Training of Professional Trainees

There is considerable feeling that training in the Russian language for all professional trainees is undesirable and unnecessary. This opinion is based on two grounds: that many administrative employees of the Agency use no language whatsoever; and that there is great need for training other slavic and oriental languages. To the first objection, it may be replied that there is no real way of knowing that a professional trainee will end up an administrator, but the presumption is rather that he will do intelligence work. To the second, O/TR feels that the language of our principal enemy is a step to understanding him. Russian may be regarded as a prerequisite to the study of other slavic languages. Moreover, it is doubtful that much progress can be made in oriental languages in *Arabic* the three months available for training. However, since O/TR is the serving, and the intelligence and operational offices are the using parties, every effort will be made to comply with the specific desires of the using offices. Further discussion of this point with the offices is in order.

The covert offices feel that the Basic Intelligence Course is not suitable for their needs. There is no reason that trainees cannot be made immediately available for operational training through TRS, rather than basic training through TRG. *after?*

It may be desirable to establish a basic course in administration, using administrative personnel as part time instructors. However, such courses already exist elsewhere in the government, and can be used by CIA.

Career Benefits

The program of career benefits has met with general approval, though several commentators remarked that idealism rather than material gains impel men and women to make a career in intelligence. The present writer, being of crass temperament, disagrees, and recommends that the program of career benefits be implemented as soon as possible.

It should be noted that General Counsel advises caution in implementing this part of the program, whereas the Director of Communications feels that it does not go nearly far enough.

Selection of Careerists

There is mixed reaction to the method proposed for selection of careerists. Some commentators feel that almost exclusive reliance should be placed on the supervisor's appraisal. They are reluctant to rely on testing and assessment. One commentator feels that the supervisor's appraisal is worthless. It is maintained, however, that dual use be made of appraisal on the one hand, and testing on the other, but that exclusive reliance should be placed on neither.

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Distinction Between Generalists and Specialists

Some confusion exists as to the application of the terms generalist and specialist, as applied to careerists. It is suggested that the use of these terms be dropped, and that the case of each careerist be treated on its merits, with training and rotation tailored to individual needs and capacities.

Women

One commentator suggested that the question of recruiting women be restudied. This is a policy matter that should be handled by O/P, perhaps on the basis of a directive from the DCI.

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